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ABSTRACT

Because of the central position of case management theory to the whole of human services, Project SHARE developed this annotated bibliography, which attempts to give a representative variety of views on case management. The bibliography contains abstracts of documents discussing applications of case management in diverse delivery environments and for differing purposes. (Author)

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Case Management in Delivery Systems

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CASE MANAGEMENT IN DELIVERY SYSTEMS

Planning, managing, and delivering human services are frequently discussed as separate topics. Innovations and reforms in each area have been studied and novel approaches suggested. This is appropriate and much has been learned from so doing.

There is, however, a broader concern. Strategies to improve the range of human services must include these individual topics as part of an interactive whole. Reforms in one of the areas create needs and demands in each of the others. There is, consequently, a requirement to identify points at which the three concerns cojoin. At these intersections one can see each of the three influencing the others.

Case management is one such nexus. Case management procedures impact all three aspects of the human services system. It has a direct impact on the client as the delivery focal point of case management. Case management data collected on case loads and the hours of provider and support staff spent are useful in planning resource allocations and a variety of other administrative activities. Studies of client outcomes and dollars expended are crucial in program evaluations.

Because of the central position of case management theory to the whole of human services, Project SHARE has decided to present this collection of materials. It is not intended to represent an exhaustive listing of materials available on the subject. Rather it attempts to present a representative variety of views on case management.

The bibliography contains abstracts of documents discussing applications of case management in diverse delivery environments and for differing purposes. Project SHARE hopes this bibliography will generate interest in and discussion of case management in all its ramifications.

Brockton Multi-Service Center. A Training Program for Client Monitors. Methods of Building and Maintaining an Accountable Human Services System.

Michael Baker.
Brockton Area Human Resources Group, Inc., Mass.
Jun 75, 72p
SHR-0001274 Available from NTIS, PC$ 5.25/MF$ 3.00.

A training program for client monitors of the Brockton (Massachusetts) Multi-Service Center (BMSC) is defined and developed. The BMSC uses the mechanism of a single individual assuming responsibility for the successful transit of a client through the service system. This client monitor is supported by a well-defined client pathway which facilitates integrated management of individual services. Client monitor responsibilities include: operation of such functions as triage, emergency determination, case assignment, assessment, and service planning; management of individual client progress through the pathway; and use of the data unit to perform the identified functions. The client monitor training program is structured into eight lessons; a lesson is defined in terms of capabilities the trainee must have at the conclusion of each lesson. The eight lessons, which are structured toward a logical buildup of capabilities, are presented using three elements: objectives, lesson plans, and lesson evaluation. Once a client monitor candidate has successfully completed the training program, he is certified as a system manager. Three kinds of teaching techniques are suggested: lessons, workshops, and action training. The appendixes contain discussions on obtaining productivity in the Brockton system, the client pathway and management structure, and system constraints.

See also later edition, SHR-0001857.

Case Accountability: Case Management, Service Provision Reporting, Service Outcome Assessment.

Human Services Coordination Alliance, Inc., Louisville, Ky.
Sep 76, 101p
Executive Summary available from PROJECT SHARE.
SHR-0001529 Available from NTIS, PC$ 6.50/MF$ 3.00.

The components of case accountability in a human service delivery project in Jefferson County, Kentucky, are detailed. The Human Services Coordination Alliance, located in Louisville, was incorporated in June 1974. The alliance is responsible for the planning and delivery of such human services as education, manpower, health, housing, income maintenance, transportation, consumer protection, legal services, recreation, and social and rehabilitation services. Case accountability is one element of the alliance's model for service coordination. It is intended to resolve deficiencies in the human service system by holding human service agencies accountable to government and consumers for the services they provide. Component parts of case accountability are identified as case management, service provision reporting, and service outcome assessment. The objectives of case management are noted. The client pathway is presented as a sequence of events, activities of agency personnel at each step in the pathway, and the flow of forms used in the pathway. The functions of service provision reporting are delineated. Input and output documents associated with service provision reporting are described and illustrated. An approach to the determination of service costs is detailed. The application of the case accountability system at a pilot test site involving an umbrella social service agency in Jefferson County is reported. Appendixes contain additional information and forms related to case accountability.

See also Appendix, SHR-0001530.

Case Accountability: Case Management, Service Provision Reporting, Service Outcome Assessment. Appendix.

Human Services Coordination Alliance, Inc., Louisville, Ky.
Sep 76, 72p
SHR-0001530 Available from NTIS, PC$ 5.25/MF$ 3.00.

Information and forms are presented in an appendix to a report on the case accountability component of human service delivery in Jefferson County, Kentucky. Case accountability encompasses case management, service provision reporting, and service outcome assessment. The case accountability system was developed for use by the Human Services Coordination Alliance, located in Louisville. Eight appendixes are included. The first two appendixes contain a problem assessment form and guidelines and a sample page from a service selection manual. The next two appendixes are concerned with site selection and general agency analysis for evaluating service provision reporting and conducting a case management survey. The final four appendixes address: organizational aspects of financial assistance and social services; client pathway and personnel activities and forms flow; data elements for a pilot case accountability system; and family profiles, client referral, and service transactions.

See also parent document, SHR-0001529.

Child Care and Placement Information System.

Mott-McDonald Associates, Inc., Blue Bell, Pa.
1974, 66p
SHR-0001179 Available from NTIS, PC$ 5.25/MF$ 3.00.

The history and operation of the Child Care and Placement Information System (CCPIS) is described in a report which provides supporting documentation for a profile of the system (SHR-0001177). CCPIS is a child-tracking system for gathering, processing, and producing information about children in the care of or under the supervision of child care or service agencies throughout Michigan. A brief discussion of the history, environment, and status of the system (as of 1974) is followed by explanations of client entry criteria, client exit criteria, and an outline of services covered. Information on intake and referral and case management is provided, and sample forms and reports are presented.

See also related documents, SHR-0001177 and SHR-0001178.

Client Pathway Orientation Guide.

Harold D. Holder.
Caseway, Inc., Raleigh, N.C.
10 Oct 75, 28p
SHR-0001685 Available from Human Ecology Institute, 7334 Chapel Hill Rd. Raleigh, NC 27607.

An overview is presented of the Portsmouth, Va., human services system client pathway. The overview is intended for use not as a procedures manual for carrying out pathway operations, but as a general introduction to the pathway and to the purpose of each step, or function, within the pathway. A general description of the client pathway, accompanied by a schematic diagram, opens the guide. The client pathway is described as an organized sequence of steps that should result in meeting clients' needs or solving clients' problems. The client pathway consists of 12 functions: outreach, entry, courtesy response, emergency service, self-service, case manager assignment, problem assessment, service selection, resource allocation, service delivery, evaluation, and followup. The relationships among these functions are illustrated in schematic diagrams. Each function is then described in terms of the effects, or outputs, for which it is accountable and in terms of the general process by which it operates.

Client Pathway Procedural Manual.

Rebecca T. Dixon, and Judith A. Duffy.
Human Ecology Inst., Raleigh, N.C.
1 Jul 76. 115p
SHR-0001690 Available from Human Ecology Institute, 7334 Chapel Hill Rd., Raleigh, NC 27603.

The client pathway of the Portsmouth, Va., human services system is described, and detailed procedures for the pathway's operation are defined in a manual prepared for trial operation of the system. The client pathway is the documented set of procedures through which clients move. These procedures are partitioned into a set of functions, each defined by a desired outcome and detailed procedures for achieving the outcome. The procedural manual is intended primarily for use by case managers and function workers as a day-to-day handbook. A general description of the client pathway, accompanied by a schematic illustration, opens the manual. The major tools to be used in carrying out pathway procedures -- the client-oriented record, resource directory, and management information service -- are described briefly. A function-by-function description of the client pathway is then presented. Each function description includes the following: definition of outcomes, performance standards, and general procedures; operation resources (who operates the function, where and when the function is operated, and the tools used); function input states (conditions necessary to begin the function); a procedural diagram; and detailed procedures. The following functions are covered: outreach, entry, courtesy response, emergency, self-service, case manager assignment, problem assessment, service selection, resource allocation, service delivery, evaluation, and followup.

Common Intake Case Management Pilot Implementation: Management / Administrative Manual.

Michigan Dept. of Management and Budget, Lansing.
1974, 259p
Executive Summary available from PROJECT SHARE.
PB-240 370 Available from NTIS, PC$10.75/MF$ 3.00.

An implementation plan plan for a common intake and case management system is presented as it is applied on a pilot basis in a tri-county area in Michigan. The proposed system attempts to make human services more accessible to clients by providing a single point of entry to a range of services, and by furnishing a mechanism to assist clients in moving through the service delivery process. The manual describes the common intake / case management system and identifies requirements for staffing and evaluating the pilot project; a flow chart presents a schematic representation of the processing procedures. Organization of the pilot project is discussed, and evaluation methods using both quantitative and qualitative data are provided. Program planning and evaluation techniques are presented in text and tabular format, as well as plans for implementation including approval, operational evaluative, data services, resource mobilization and transportation coordination components, and a total tri-county implementation plan. Appendices present local agency questionnaires, initial intake unit staffing requirements, and current changes in staffing requirements, common data elements taken from the matrices, potential elimination of department forms, advantages and constraints for sharing information among agencies.

Common Intake Case Management Pilot Implementation: Procedures Manual.

Michigan Dept. of Management and Budget, Lansing. Governor's Human Services Council.
1970, 190p
SHR-0000471 Available from NTIS, PC$ 9.00/MF$ 3.00.

A manual is presented for the implementation of a common intake and case management system for human services in a three-county area of Michigan. The system includes the processes required to provide services to meet client needs and the processes required to manage service delivery to insure that the individual has achieved his planned goals. The establishment of a common intake function to allow the individual one point of entry to a full range of services is inherent to the system. Other features of the case management system are an extensive needs assessment which identifies specific problems and service requirements; specific service plans for each client; utilization of existing service delivery agencies; and monitoring and follow-up of a client's progress. Case management procedures are detailed for the following services: intake and reception, service planning, case management, emergency needs coordination, client advocacy, data services, and provider agencies. The procedures are divided into client processing and / or exception processing sections. The client processing sections provide a chronological order for processing a client through a defined phase in the service delivery process. Exception processing sections concern staff responsibilities which supplement client processing, but which might be used at intervals not controlled by client flow. The manual is written in a playscript format to facilitate understanding. The description of the management information system needed to coordinate the system is illustrated by forms, files, and management reports. Portions of this document are not fully legible.

Conceptual Design of a Management Information System for Integrated Services.
Final Rept.

Booz - Allen Public Administration Services, Inc., Washington, D. C.
30 Jun 73, 129p
SHR-0000342 Available from PROJECT SHARE, PC$ 7.25.

A design concept for a management information system for the Integrated Services Project of Polk County, Iowa, is presented. A service delivery model and a case management system provide the framework for development of the management information system. The service delivery model defines a predetermined client flow within the scope of the project, while the case manager actually affects services integration and performs a broad range of functions. The information system is responsive to worker - oriented information allowing instant retrieval of client and service records and to administration - oriented reports assuring interagency planning and
COORDINATED SERVICE DELIVERY.
Basic inputs are supplied by case managers and service providers. The conceptual design is based upon interfacing subsystems utilizing common data files for data retrieval and supplementation. The system is designed to incorporate all participating agencies and to provide for confidentiality of client information. Eight subsystems within the information system are discussed and illustrated: information and referral, client tracking, client registration, eligibility, service plan management, resource inventory, cost information, and general reporting. Appendices contain analyses of community agencies and similar social service management information systems. Portions of this document are not fully legible.

County Staff User's Manual: Management and Social Services Information System.

Wyoming Dept. of Health and Social Services, Cheyenne. Div. of Public Assistance and Social Services.
Jul 73, 70p
SHR-0001112 Available from NTIS, PC$ 5.25/MF$ 3.00.

A manual prepared to assist in the pilot implementation of the Management and Social Services Information System (MSSIS) in Laramie County, Wyoming is presented as supporting documentation for a profile of the system (SHR-0001107). MSSIS, which is county administered and State supervised, is intended to provide case management and reporting assistance to the Division of Public Assistance and Social Services of the Wyoming Department of Health and Social Services. The user's manual, which is divided into two sectons, includes the following materials: reporting system input forms with instructions; other reporting system forms and worksheets; codes; reporting system flowcharts and information on procedures; eligibility policies and procedures; and eligibility forms and instructions.

See also related evaluation and other manuals, SHR-0001107, SHR-0001109 - SHR-0001111 respectively.

Evaluation of the Status and Effectiveness of State and Local Human Services Information Systems. System Profile: Central Intake and Systematic Referral Approach (CISRA) System.

Barry Rosenberg.
Applied Management Sciences, Inc., Silver Spring, Md.
1976, 47p
SHR-0001268 Available from NTIS, PC$ 4.50/MF$ 3.00.

The Central Intake and Systematic Referral Approach (CISRA) System of the Mon Valley (Pennsylvania) Health and Welfare Council is described. The objectives of CISRA are: to reduce duplication with regard to intake and registration procedures among agencies involved in delivery of human services; to develop a system of client tracking and referral; to establish a human services profile of each CISRA client; to collect and analyze statistical information; and to identify gaps in service delivery. The operational components of CISRA include: client intake and problem assessment, eligibility determination, information and referral, resource directory, service delivery, case management and monitoring, validation of client data, management reporting, administrative services, system planning, and evaluation. The data management system developed by the Mon Valley Health and Welfare Council collects, processes, analyzes, and reports information on clients and the services rendered to them. Data collection is performed manually by clinic and facility staffs on a day-to-day basis; all other operations are computerized. All activities such as forms processing, file maintenance, and data aggregation are conducted internally. The overall assessment is that CISRA has been well utilized within the geographic area served. A bibliography and system forms are included. Portions of this document are not fully legible.

Evaluation of the Status and Effectiveness of State and Local Human Services Information Systems. System Profile: Social Service Delivery Management Information and Control Systems.

Barry Rosenberg.
Applied Management Sciences, Inc., Silver Spring, Md.
1976, 48p
SHR-0001104 Available from NTIS, PC$ 4.50/MF$ 3.00.

A profile of the social service Delivery Management Information and Control System of the Utah Department of Social Services' Division of Family Services is presented. The division operates the following components of a human services information system: client intake and problem assessment; eligibility requirements determination; information and referral services; a resource directory; service delivery; case management and monitoring; management reporting; administrative service programs; planning; and evaluation. These components are briefly described and a diagram illustrates the flow of services and activities within the system. The system has two features which are considered unique: (1) a highly trained and highly educated top administrative staff; and (2) a 'service inventory,' which is a means for keeping track of available services. The feasibility for the continuance of the system appears to be excellent. Other aspects of the system discussed in the profile include: the data system and the role of data output; coordination and transfer activities; system utility; staffing and training characteristics; and planning, development, and future plans of the system. Exhibits provide an organizational chart of the Utah State Department of Social Services, a chart showing month-by-month expenditures in calendar year 1975, and diagrams illustrating the functional organizational structure for district operations and the district - level service delivery system. System forms and a bibliography of available system documentation are provided.

See also related documents, SHR-0001105, SHR-0001106.

Evaluation of the Waianae - Nanakuli Human Services Center. Volume III. Statistical Analysis.

Hawaii Office of the Governor, Honolulu. Services Integration Targets of Opportunity Project.
15 Jul 74, 210p
PB-238 503 Available from NTIS, PC$ 9.25/MF$ 3.00.

The third and final volume of the evaluation report on the Waianae - Nanakuli Human Services Center in Oahu, Hawaii, presents selected portions of data utilized in the SITO (Services Integration Targets of Opportunity) Project effort to improve the planning administrative capacity of the Center by evaluating existing conditions and facilitating changes including the development of a management information system. The goal of the SITO activity has been the implementation of the case management process within the interdisciplinary team approach to services delivery utilized by the Center. The first section presents data indicative of socioeconomic changes in the Center's target population on the Waianae Coast. These data are useful in planning the placement of community service centers, the mix of services to be provided, and the response of Center management to patterns of community changes. The second section presents service utilization data for income maintenance, social services, public health services, employment services, and vocational rehabilitation services. These data reflect problems involved in using statistics gathered by different programs for different reasons in making decisions relative to resource allocation. Section III data represent the first attempt to measure multiple service cases in the Center; this initial multiservice case count, taken from December 1972 to November 1973, shows the results of collocation without a case management process in operation. The final format of the Center's Common Index File (CIF) System statistics report also is presented. Tabular data, a copy of the Center's handbook, and extensive documentation of the CIF system are included.

Expanding Management Technology and Professional Accountability in Social Service Programs. Final Rept.

National Conference on Social Welfare, Columbus, Ohio.
1976, 62p
SHR-0001552 Available from National Conference on Social Welfare, 22 West Gay St., Columbus, OH 43215.

The benefits of management technology to the human service field are explored. The human resource approach to management is proposed as a key technique for achieving one basic goal: that management decisions must primarily enhance the ability of front - line workers in the delivery of effective and efficient services needed by families and individuals. A number of management practices are identified, including planning systems, two - way management by objectives, project management, goal-oriented case management, automated data base management information systems, and career development and inservice training. Principles which should govern the introduction of management technology in human service agencies are outlined: (1) management practices should be selected on the basis of appropriate criteria and principles; (2) members of an agency should be prepared for change; (3) change should be timed with other events that will make an agency more capable of adapting to change; and (4) management practices should be appropriate for an agency and relatively easy to implement. The role of Federal, State, and local governments, public and private agencies, and the National Conference on Social Welfare in the development of efficient management practices is addressed. Recommendations are made on the following issues: career development programs, automated data base management information systems, senior clinical consultants, the implementation of results - oriented management, and innovations in management technology. A bibliography is included.

Experimental Case Management: A Pilot Manual for Training Case Managers in Services Coordination Projects. Training Manual.

Richard Roessler, Greta Mack, Jim Statler, Sandy Anderson, and Jean Brown.
Arkansas Rehabilitation Research and Training Center, Fayetteville.
1 Nov 75, 102p
Executive Summary available from PROJECT SHARE.
SHR-0000324 Available from NTIS, PC$ 6.50/MF$ 3.00.

Techniques for training case managers in services coordination projects are discussed in a case management manual developed by the Arkansas Rehabilitation Research and Training Center. The manual includes several sections which are concerned with problem and need analysis, agency services, counselor systematic thought, communication and relationship skills, and a step-by-step description of the case management process. Both techniques for case management and cognitive and affective skills necessary for effective utilization of case management techniques are included in the manual. The rationale for case management is discussed, and a case management model is proposed to capitalize on the value of human relationships between a client and case manager. The case manager's role is envisioned as covering three central functions: needs analysis, coordination, and counseling. The development of skills as a needs analyst is addressed, and counseling components of case management are delineated. Phases and steps in experimental case management are detailed. Report appendices contain codes for use in problem / need analysis, common intake form, program development form, management information system memorandum of the Arkansas Social and Rehabilitative Service, sample letter to client requesting meeting with case manager, and notice of action form for households who have applied for services.

Guide for the Manager of Functions.

Emerson H. Snipes, Michael W. Baker, Rebecca T. Dixon, and Harold D. Holder.
Human Ecology Inst., Raleigh, N.C.
Jun 76, 66p
SHR-0001686 Available from Human Ecology Institute, 7334 Chapel Hill Rd., Raleigh, NC 27607.

Management authority and responsibility in the Portsmouth, Va., human service system is defined, with particular attention to the role of the manager of functions. In the Portsmouth system, the first level of management accountable to the overall system manager includes the manager of administration, the preventive subsystem manager, the manager of functions, and the pathway manager. The manager of functions is responsible for the overall function-by-function reliability of the system's 12-function client pathway. The manager of functions is accountable for reliable pathway operations and for control of the budgets allocated to administering and operating each pathway function. The function manager is concerned with the successful operation of the pathway for all clients, but is not held accountable for individual client outcomes. The management concepts on which the Portsmouth system is based are discussed, and the management structure of the system is described in detail. The rationale, major tasks, and budget responsibilities of the manager of functions are described, as are the relationships of the manager of functions by the city's management information service. Schematic illustrations of the Portsmouth management structure and human service system are included.

Hartford SITO Project Documentation. The Use of Case Management and Purchase of Service Contracts in the Community Life Association.

Community Life Association, Hartford, Conn.
Mar 74, 96p
SHR-0000030 Available from PROJECT SHARE, PC$ 6.00.

The progress of the Community Life Association (CLA) System of Management and purchase of service is documented after approximately six months of operation. Two types of case managers are employed, the family service workers operating from Neighborhood Life Centers (multiservice centers), assist neighborhood residents to obtain employment or improve their existing employment making the individual fully or partially self-supporting. The case worker implements the plan through purchase of service arrangements with more than 25 public or private participating area agencies. Personal case workers provide alternatives to unnecessary institutionalization of elderly people by providing services to maintain the older person in his or her own home, in the home of a family member, foster home, or other supervised living arrangement. Appropriate health and social services are arranged or purchased according to contracts with provider agencies. Cost and effectiveness information of this mode of services delivery is not yet available due to lack of funds for an automated data system. Conclusions reached after six months operation indicate an improved accessibility of services to clients, documenting of service inadequacies, and initiation of new or improved high priority services. The initial steps in developing a case management and purchase of service model have resulted from this experience. Portions of this document are not fully legible.

Integrating Human Services. An Evaluation of the Jackson County Integrated Human Services Delivery Project.

John B. Amadio.
Jackson County Health Dept., Murphysboro, Ill.
1 Sep 76, 33p
SHR-0001682 Available from Jackson County Health Dept., 342-A North Street, Murphysboro, IL 62966.

A services integration pilot project conducted in Murphysboro, Ill., is described and evaluated. Four part-time generalist case managers, loaned to the project by their agencies, were colocated in a central facility in the southwest section of Murphysboro. Each self-referred client and client referred by another agency was assigned by an office manager to a case manager, who discussed the client's problems with him. The intake process resulted in a signed contract between the case manager and the client designating the services to be received by the client. Following review of the service contract by project staff, the case manager exercised the client's entitlements to pooled services, monitored provision of the services, and, with the client and other staff members, evaluated the effectiveness of each service when it had been completed. The pilot project also developed a training program to prepare the case managers to function as generalists. The achievements of the project are noted, and constraints, such as reluctance and lack of flexibility in the parent agencies, on the project's activities are outlined. The project found that integrated services were most effective for clients who were reluctant to seek help and for clients with multiple health and social service problems. Recommendations for similar undertakings in other locations are offered. A copy of the project's service matrix, copies of service forms, and documentation of the client assessment and contracting processes are appended.

Introduction to an Information System for Social Service Delivery. Status of Division of Youth and Family Services Management Information System.

New Jersey State Dept. of Institutions and Agencies, Trenton. Div. of Youth and Family Services.
1973, 34p
SHR-000:335 Available from NTIS, PC$ 4.50/MF$ 3.00.

A social services delivery information system is described for a Supervisor's Conference of the Division of Youth and Family Services of New Jersey. This management information system (MIS) has a two-fold purpose: program management and case management. The program management component provides information to top and middle management to be used for program and budget planning, effective and efficient management, and for statistical reporting. The case management component provides information and techniques to line workers and supervisors to be used for effective and efficient management of caseloads. The subsystems of the MIS and their applicability are identified. Steps completed and those to be undertaken in the development of the management information system are outlined, and criticisms are provided of the first draft of the MIS. Guidelines for revisions, the structure for data collection, the case management process, and input forms are included. A model for social service delivery reporting is attached.

Local Supervisory Review of Case Actions.

Sidney Henkel.
Assistance Payments Administration, Washington, D.C.
19 Sep 74, 29p
SHR-0000439 Available from NTIS, PC$ 4.50/MF$ 3.00.

The New Mexico Public Assistance Agency's case review system provides an illustration of the implementation and management of a systematic approach to local supervisory review of case actions concerning aid for dependent children. The State agency views the supervisory case action review system as an integral part of the management information system. Its components include input from financial assistance workers, supervisors, and county agency directors. The purpose of the system is to: provide the financial assistance worker with a means of organizing the monthly caseload; report worker activity; evaluate worker performance; report unit caseload activity; identify problem areas; and report financial assistance activity. The case review system enables the supervisor to fulfill his responsibility for the review of worker performance. In addition, it provides staff at both county and State levels with information on the status of financial assistance programs. Forms used in the New Mexico Supervisory Review of Case Actions are appended.

Management Report User's Manual: Management and Social Services Information System.

Wyoming Dept. of Health and Social Services, Cheyenne. Div. of Public Assistance and Social Services.
Oct 73, 29p
SHR-0001111 Available from NTIS, PC$ 4.50/MF$ 3.00.

A management report user's manual is presented as supporting documentation for a profile of the Management and Social Services Information System (MSSIS) in Laramie County, Wyoming (SHR-0001107). MSSIS is intended to provide case management and reporting assistance for the Division of Public Assistance and Social Services of the Wyoming Department of Health and Social Services. The purpose of the manual, which was prepared to assist in the implementation of the system, is to explain the purpose of the various reports used in the system to the appropriate management personnel. The guide also explains how the data in the reports may be analyzed and interpreted and the types of decisions that can be made from the information presented. Four categories of reports are discussed: monthly reports, quarterly reports, the semi-annual report, and the annual report. Sample forms are included.

See also related evaluation and other manuals, SHR-0001107, SHR-0001109, SHR-0001110, SHR-0001112 respectively.

Model Social Service Record System: An Introduction to Manual Use.

Wandless Associates, Kansas City, Mo.
Feb 77, 137p
Executive Summary available from PROJECT SHARE.
SHR-0001882 Available from NTIS, PC$ 7.25/MF$ 3.00.

A social service record system designed to support the delivery of comprehensive social services, to maintain client-oriented case records, and to generate management and tracking reports is described in a manual directed to social service professionals interested in improving their recordkeeping, tracking, and management information procedures. The caseworker - level and administrative - level needs addressed by the model system are discussed, and the objectives and design constraints of the system are noted. The conceptual framework of the model system is outlined, with particular reference to the concepts of service coordination, goal-oriented social services, problem lists, and service plans. The system is designed so that its data base may be interfaced with other systems (e.g., an accounting / billing system) and so that minimal changes in the existing casework records of agencies will be required. The system design is based on an approach in which the service plan becomes a contract between the client and the caseworker, with problems and case goals clearly stated and all services planned and scheduled. The forms used to collect data are described and illustrated, as are reports that can be generated by the system. Information on operating the system manually is presented in an appendix, which includes sections on information system rules, data elements, files, file maintenance processing, report generation, and conceptual computer design features. A related report (SHR-1670) documents an application of the system in Columbia, Mo.

See also related document, SHR-0001670.

Operationalizing Services Integration: Impact and Implications for Human Services Planning in Wisconsin. A Concept Paper for Developing Alternative Client Pathways in Community Human Service Centers.

R. O. Washington, Jon L. Bushnell, Robert D. Speer, Eileen Reuchel, and Denise Cassidy.
Wisconsin Univ. - Milwaukee. Human Services Management Inst.
1 Dec 75, 41p
SHR-0001695 Available from NTIS, PC$ 4.50/MF$ 3.00.

A conceptual framework for the design of alternative client pathways within decentralized human service systems is described. It is postulated that client pathways within the context of service integration are characterized by lateral integration (better agency coordination and service linkage) and decentralization. Case management is considered to be a logical framework for the operation of client pathways at a decentralized level. The assumption is made that client pathways define the functional prerequisites of case management, functioning in what are termed community human service programs. A model of a client pathway system for a geopolitical area in Wisconsin of about 30,000 residents is presented. Goals of service integration are identified as improved planning, enhanced efficiency in the utilization of resources, more collaborative relationships among agencies, and improved communication among participant agencies. Structural elements of an integrated service system are the integrator, service provider, and integrating linkages. The structure and process of case management are explored. The statement is made that case management is a mode of human service delivery which refers to the process of managing client pathways and insuring accessibility, continuity, and followup. The operationalization of case management is discussed. The proposed model for a client pathway system in Wisconsin encompasses the elements of intake and information, expediting emergencies and noncomplex cases, intake and assessment, service contract development, referral, followup, and case completion. Portions of this document are not fully legible.

Service Integration Program.
Progress Rept.

Richard Roessler, and Greta Mack.
Arkansas Rehabilitation Research and Training Center, Fayetteville.
Sep 73, 73p
Executive Summary available from PROJECT SHARE.
PB-238 958 Available from NTIS, PC$ 5.25/MF$ 3.00.

An interim report on activities conducted by the Arkansas Rehabilitation Research and Training Center from April to July 1973 is presented. Five major sections are included in the report: (1) client satisfaction research; (2) case management orientation; (3) pilot study data on an integrated system; (4) consultation activities; and (5) research design. The final form of the instrument for measuring client satisfaction, which is included, consisted of 20 items measuring client satisfaction and 6 items dealing with a client's perception of the Arkansas Services Center. Based on extensive tabular data obtained in the course of the client satisfaction survey, it appeared that clients were generally satisfied with services they received at the center. Two areas of relative dissatisfaction, additional help for self and family, were viewed as critical to the development of an integrated service system at the center. In the experimental case management approach, a program was linked with a client's original goal for integrated services through the technique of goal attainment scaling. Goal progress was evaluated through the use of a goal attainment checklist and a program development checklist. A case management interview form is provided, and procedural details involved in case management are described. A committee of agency specialists was established to serve as the mechanism for coordinating individual agency activities within the regional integrated services (RIS) approach to service delivery. The results of a pilot study to evaluate the RIS approach are presented, and the development of the RIS is reviewed. Additional activities planned for subsequent phases of the service integration program are noted.

Services Integration.
Progress Rept.

Arkansas Rehabilitation Research and Training Center, Fayetteville.
Dec 72, 67p
Executive Summary available from PROJECT SHARE.
PB-238 851 Available from NTIS, PC$ 5.25/MF$ 3.00.

The effectiveness and efficiency of the integrated system for service delivery at the Arkansas Services Center in Jonesboro are examined. Perspectives are offered on the issues of system efficiency, participation, and management; personality barriers to service delivery; client satisfaction; and agency reactions to integration. Integrative planning at the center focuses on administrative approaches to service integration so that colocation is not a necessity for service integration. Components of the regional integrated system (RIS) at the center include integrated program administration, common intake, diagnostic and evaluation services, case management, research, information management, program planning, and joint funding arrangements. Process objectives of the RIS are detailed, and a research proposal for service integration is described. Participation and case management are key components of the research proposal. Specific activities involved in case management at the Arkansas Services Center are outlined. Personality barriers to self-improvement are identified. Initial agency responses to integration at the center were generally positive. A selected bibliography is provided, and a client involvement worksheet is appended.

Services Integration Second Year Report: Statement of Issues, Research Methodology and Experimental Case Management Procedures.

Richard Roessler, and Greta Mack.
Arkansas Rehabilitation Research and Training Center, Fayetteville.
15 Sep 74, 137p
Executive Summary available from PROJECT SHARE.
SHR-0000132 Available from NTIS, PC$ 7.25/MF$ 3.00.

An experimental plan for service coordination among social and rehabilitative agencies at the Arkansas Services Center is discussed in this report prepared at the close of the plan's second year. The research design used focused on services integration in terms of system efficiency, system effectiveness, and system responsiveness. Modifications in the program involving case management and client participation are discussed. Case management procedures are detailed in Appendix B, the Case Management Manual which presents step-by-step techniques and skills necessary to coordinate services for clients and their families. Personality attributes that might potentially impede client progress in coordinated services are identified and classified; their relationship to services coordination is explored. The design, sampling procedures, variables, and instruments used are detailed. The study involved both a comparison group of clients not in integrated services from a nearby area, and two experimental groups in integrated services (including one case - managed group). The common intake form used to assess the need for coordinated services is presented in Appendix A.

Social Service Information System. Volume III: User Manual - Part I. Guide to Case Management and Data Collection Procedures.

Georgia Univ., Athens. Regional Inst. of Social Welfare Research.
Jun 74, 119p
Executive Summary available from PROJECT SHARE.
SHR-0000830 Available from Regional Institute of Social Welfare Research, P.O. Box 152, Athens, Ga. 30601.

Guidelines for case management and data collection are presented in part one of the third volume in a three-volume series on social service information system (SSIS) development. A model SSIS was developed by the Regional Institute of Social Welfare at the University of Georgia under a DHEW grant. Part one of the volume which constitutes a user manual describes the role of social service staff in an SSIS. In doing so, functions of social service staff are defined in a goal-oriented social service delivery model. Consideration is given to the interaction between service staff and electronic data processing functions. The purpose of the user manual is to define possible erroneous data entries detected by the computer, identify messages sent to service staff by electronic data processing which specify such errors, explain the action to be taken by service staff to correct errors, describe computer reports, and describe the function of the document control clerk. Guidelines for case management and data collection procedures are presented with regard to: assessment, information and referral; case management and service plan development; service authorization and delivery; and update of client records in case management. Additional information on the model SSIS is appended and may be useful in State planning for an SSIS.

See also Volume I, Volume II and Volume III part II, SHR-0000828, SHR-0000829, SHR-0000831.

Social Services Information System:
Management Overview Manual.

Colorado Dept. of Social Services, Denver.
Office of Information Systems.
1975, 54p
Executive Summary available from PROJECT SHARE.
SHR-0000910 Available from NTIS, PC$ 5.25/MF$ 3.00.

An overview of the Social Services Information System (SSIS) of the Colorado Department of Social Services is provided with an emphasis on the management and use of the system by local jurisdictions. Following a general description of the system's approach to case-tracking, detailed information on what the system offers local jurisdictions and on how the system may be used most effectively are provided. Management activities which contribute to a successful implementation of the system at the local level are outlined, including assignment of one person to be responsible for the implementation, feedback to caseworkers concerning the system, the role of the editor / monitor, data control activities, and system requirements for introducing changes. Samples of input forms and computer reports, an examination of the individual elements on the entry document and activity forms, and flow charts depicting real-time data entry, file maintenance, report processing, and input document flow are included. The manual is one of five documenting the SSIS from various perspectives.

See also related documents, SHR-0000911 - SHR-0000914.

Strategy for Services Integration: Case Management.
Technical Manual.

R. O. Washington.
East Cleveland Community Human Services Center, Ohio.
Aug 74, 91p
Executive Summary available from PROJECT SHARE.
PB-238 988 Available from NTIS, PC$ 6.00/MF$ 3.00.

A foundation for designing and implementing a comprehensive social services delivery system is presented in a technical manual prepared by the staff of the East Cleveland Community Human Services Center; the manual reflects the experiences gained in that three-year demonstration project, in which innovative methods of providing integrated social services to the poor and near - poor were tested. The focus of the information presented is upon officials responsible for maintaining programs operated under the auspices of general purpose governments at the local and county levels; however, the principles presented would be applicable to programs operated under other auspices, i.e., quasi - governmental agencies, private nonprofit coalitions, etc. The conceptual framework within which the manual is presented is case management, a holistic model of social service delivery which incorporates systems concepts and procedures. Case management is a process of managing service intervention and ensuring accountability and follow - through; it begins with a service request and ends when feedback data regarding client satisfaction and goal attainment re-enter the organization's information and retrieval system as input data. The case manager's functions -- planning, organizing, directing, and controlling - are defined. The role of the integrator, i.e., the organizational entity responsible for coordinating the services of autonomous service providers, is discussed, and administrative and direct service integrating linkages are identified. The case management process is discussed in detail, with the aid of flowcharts. A training guide for persons involved in human service delivery organization is provided. Planning and resource mobilization, research and evaluation, and decision-making with respect to evaluation are discussed. The importance of the community outreach aspect of a service delivery program is considered. A bibliography is included.

System Profile: Child Care and Placement Information System (CCPIS).

Joseph Casey.
Applied Management Sciences, Inc., Silver Spring, Md.
1976, 29p
SHR-0001177 Available from NTIS, PC$ 4.50/MF$ 3.00.

The operational components, data system, unique features, coordination and transfer activities, and staff and training characteristics of the Child Care and Placement Information System (CCPIS) are described. CCPIS is a child-tracking system for gathering, processing, and producing information about children in the care of or under the supervision of child care or service agencies throughout Michigan. The components of the system include: case management and monitoring; internal access, validation, and utilization of client data; administrative services; management reporting; and planning and evaluation. The data system used by CCPIS is oriented toward batch processing of data. The system has the ability to generate and provide reports at all levels from the case worker level to Title XX. The output is also used for internal-level and agency - level decisionmaking, monitoring court activities, and for various other activities. The four unique aspects of CCPIS are: (1) it is client-oriented rather than agency-based; (2) it was designed to organize case record data the line worker level and then group that data for suprevisory review or administrative management purposes; (3) it operates in an interdepartmental milieu; and (4) client files are maintained by the Judicial Branch. Two criticisms of CCPIS are cited: in the past, it has acted as a service agency providing special reports to agencies, thereby having a detrimental effect on the system's ability to develop, and it has not realized its full potential to respond to management reporting needs over and above those required at the case management level. The development, planning, and future plans of the system are discussed. Exhibits illustrate the CCPIS collection form, the system flow, operational costs, the Control Unit organizational chart, and the use of developmental funding. A bibliography of available system documentation is provided.

See also related documents, SHR-0001178 and SHR-0001179.

Training Program for Pathway Operators.

Toni Clifton, Debbie Fessler, Lula B. Holland,
and Harold D. Holder.
Human Ecology Inst., Raleigh, N.C.
May 76, 151p
Executive Summary available from PROJECT SHARE.
SHR-0001691 Available from Human Ecology Institute, 7334 Chapel Hill Rd.
Raleigh, NC 27607.

The Client Pathway of the Portsmouth System of Human Services, Portsmouth, Virginia offers the pathway approach to the delivery of human services. It is the purpose of this Guide to present a complete training program for the use of the trainer who will prepare staff to operate the Pathway. To aid the trainer, the Guide shows the training objectives to be accomplished, procedures, time required for training events, and evaluation of the effectiveness of the training. The training program has been divided into four specific Training Events: an overview of the system, the case manager's role and responsibility, the management system, and the community. Each Training Event follows the same format: overview, training objectives, procedures for the trainer to follow, time required for presentation, and evaluation. Pathway staff work to develop the following skills: interviewing, listening, expressing feelings, and defining and resolving problems of their clients. Trainees are taught to conduct an interview, state the steps and utilize the process for defining problems, negotiate with others, and express feelings appropriately. The trainee is taught to utilize the Client Oriented Record, which is a tool documenting client data and system actions that allows the Case Manager to monitor his client's progress and determine if desired effects are being met within time appropriated and cost allocated. Twelve functions that may be used to meet a client's needs, such as service selection, resource allocation, and followup, are presented to the future worker in the system.

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